

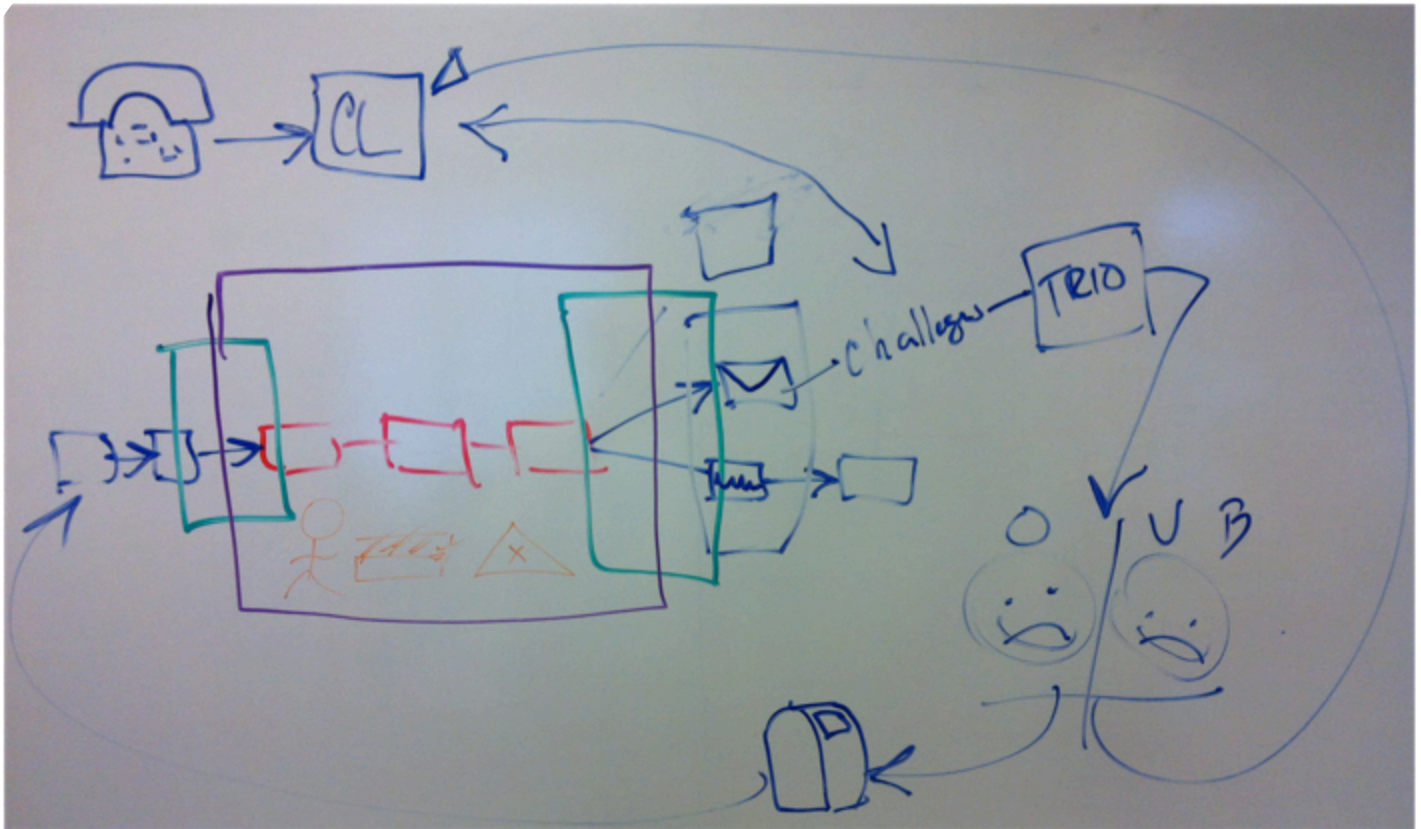
The Lean Academy

From the Local Government Performance Center
An initiative of the Washington State Auditor's Office



Produced by FLT Consulting Inc. / www.fltconsulting.com

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The Lean Academy

Like most governments, cities and counties in Washington State are being asked to do more with less. They have slashed budgets, reduced staff, and eliminated programs - but still struggle with delivering required services using existing resources.

In a recent performance management needs assessment, 72 percent of city and county respondents told the Local Government Performance Center that they were unfamiliar or need help with successfully implementing process improvement techniques.

There are many process improvement methodologies that have been used in the private sector and are making their way to the public sector. Whatever the name - Lean, Six Sigma, Kaizen - the key tenants of any process improvement technique are to reduce variation, remove waste and manage constraints of any process. The successful end result is quick action that improves service delivery and reduces costs.

At no cost to your jurisdiction - other than your time and travel expenses - you and your team will receive Lean training in Olympia and a facilitated Lean-Kaizen workshop at your jurisdiction. Additional coaching and learning activities follow the workshops.

The unique aspect of the Academy's pilot course is that you will be part of a three-entity cohort. This means that you will be able to accelerate your learning as you observe the experiences of other organizations. In this program you have an opportunity to help each other learn and grow.

This Academy is designed for organizations who are considering a process improvement methodology, whether in the "I'd like to know more" phase, or the "let's do it!" phase. The successful organization will be one that commits the time, energy and resources to the program activities. You get out of it what you put into it.

Here are the components of the program.



LEAN EXECUTIVE TRAINING

Learn to strategically apply Lean thinking to implementing and sustaining Lean (cohort activity)

This four-hour interactive course is designed for leaders who are managing a lean implementation. The major focus of the course is on how to strategically apply lean thinking within an organization.

As a result of this course, participants will be able to more effectively deploy goals and initiatives, focus lean activities for better results and sustainability, and apply the Plan-Do-Check-Adjust (PDCA) cycle to key management processes.

Key concepts and topics include the following:

- Macro, micro, and annual levels of the Plan-Do- Check-Adjust (PDCA) cycle
- Lean implementation strategies - comparing and contrasting different approaches
- Strategy deployment (Hoshin Planning): methods and tools
- Sustaining results from lean events and activities
- Elements of Lean Accounting and managing other barriers to improvement
- How to select a good kaizen workshop project

Who should attend

Executive sponsors and up to five of their direct reports.

Duration

Four hours



LEAN TEAM LEADER TRAINING

Learn the basics of Lean and how to prepare and lead a successful Lean kaizen team (cohort activity)

The team leader is responsible for the formation and management of the Lean project team. This includes identifying and addressing obstacles, organizing resources, and ensuring that the team stays on track.

On day one, participants are immersed in a realistic Lean office simulation. They will apply Lean concepts and tools to improve a modern, professional office process. Participants will experience what it's like to analyze an office process, discover waste, apply a suite of Lean tools and methods to remove waste from the process, and finally implement the improved process.

On day two, participants will learn how to successfully lead a Lean team through the three phases of a kaizen event: preparation, the workshop, and implement/sustain.

Lean concepts include the following:

- Process mapping value and flow
- Office waste
- Standard work and quality
- Workplace organization
- Visual controls and management
- People involvement and managing resistance
- Scoping a workshop data collection
- Implementing and sustaining improvements
- How to select a good kaizen workshop project

Who should attend

High performers who are respected by their peers and excited about creating a better place to work. Leadership and project management skills required.

Duration

Two days



LEAN KAIZEN WORKSHOP

Discover and implement breakthrough improvements in the way work is done (individual entity activity)

In this five-day workshop, participants will use Lean methodology to root out waste, improve quality, and improve morale. The goal of this workshop is to discover ways to do more with less: increase productive capacity. The workshop team is guided to exploit improvement opportunities that (a) are low- or no-cost and (b) can be implemented immediately.

Typical deliverables

- Increased capacity
- Improved quality
- Process map of the new process
- Implementation plan
- Communication plan
- Standard work

Who should participate

- The leader who holds budget authority over the process being improved (this is a sponsorship role—does not require full-time participation)
- The Lean team leader
- Subject-matter experts familiar with the process being analyzed and mapped
- People who actually do the work

Duration

Five days



POST-KAIZEN COACHING

Personal Lean Coaching via telephone (cohort activity)

The cohort of Lean team leaders will receive three two-hour sessions of Lean coaching at one-month intervals beginning at approximately 30 to 60 days after completion of the kaizens. Since implementations may be staggered over time, the intervals may vary from team to team.

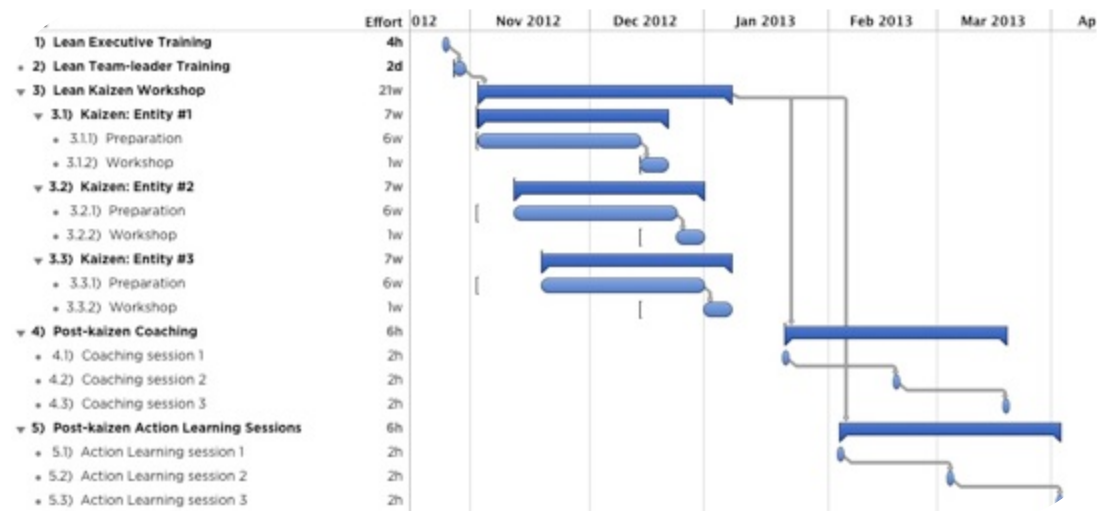


POST-KAIZEN ACTION LEARNING SESSIONS

Cohort team leaders learn from each others' experience

Action Learning is an effective method to help team leaders apply new knowledge and to learn from experience. Learning is multiplied in an Action Learning follow-up session. Through the addition of the optional Action Learning Follow-up Session, the action learning sessions model a full PDCA cycle for leaders to emulate. This provides an opportunity for multi-level organizational learning, supporting the shift towards Lean leadership culture and practices.

The Schedule



Here is a checklist of activities required to begin The Lean Academy.

1. Lean Executive Training

- ☐ Select 5 top executives to join the sponsor in the Lean Executive Training.
- ☐ Using the guide “How to Select a Kaizen Workshop Project” on the following page, begin thinking about processes that might make a good candidate for your kaizen workshop. Bring your ideas to the training.
- ☐ Attend the training on October 25th in Olympia.

2. Lean Team Leader Training

- ☐ Select up to four high performers who are respected by their peers and excited about creating a better place to work. Leadership and project management skills required. You may select participants for Lean Leader training based on areas that you wish to improve, although this is not absolutely necessary.
- ☐ Using the guide “How to Select a Kaizen Workshop Project” on the following page, begin thinking about processes that might make a good candidate for your kaizen workshop. Bring your ideas to the training.
- ☐ Attend the training on October 29th and 30th in Olympia.

3. After the Training

- ☐ Each entity: arrange a kaizen charter-planning meeting with Lean Office Innovation. Those who participated in the training should attend the meeting. In this meeting, you will begin the process of planning the kaizen workshop.

How to Select a Kaizen Workshop Project

1. **Make a list of potential processes by considering processes with the greatest perceived problems:**
 - Backlogs
 - Customer complaints
 - Quality issues
 - Performance measures that don't meet targets
 - Recognizable "wastes" (overproduction, waiting, transportation, over-processing, inventories, movement, defects)
 - Not enough capacity to launch a new product or service
2. **Looking at the process list, consider these questions for each potential project:**
 - What is the desired outcome for each project (e.g., improve quality, increase customer satisfaction, better work flow, eliminate errors)?
 - Does it have a highly motivated leader/champion?
 - Are the employees who do the process motivated to meet customer needs?
 - Are they open to learning and improvement?
 - Are key managers engaged?
 - Will the improvement lead to money savings, re-direct resources, or free up capacity?
 - Will the improvement benefit customers?
 - Will the improvement benefit employees?
 - Does it align with your strategic plan?
 - Will you see results immediately? Within a year?
3. **If you are just starting your Lean journey, consider saving these project on your list for when you have more Lean experience:**
 - Dependent on other risky projects
 - Too broad - a process that involves multiple external organizations
 - Too narrow - a process that involves only one person
 - Managers over the process are unwilling to change or improve
 - Politically sensitive
 - Requires a large financial investment

"You win the Lean game with base hits, not home runs."

– Anonymous

Adapted from "Getting Started With Lean," an unpublished paper from the Office of the Governor of the State of Washington, 2011.

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